



Our mission is to provide a world-class transportation experience that delights our customers and promotes a prosperous Missouri.



ECONOMIC IMPACT ANALYSIS ON CONSTRUCTION

Glasgow Bridge Project

The Glasgow Bridge Project will repair, widen, and also raise the height restriction on the Missouri river bridge near Glasgow. The project investment will be \$17.5 million dollars and will take approximately one year to complete.

Over 20 years, every dollar of investment in this project returns:

- \$0.01 in new net general revenues to the State of Missouri totaling \$0.137 million
- \$0.57 in new personal income to Missourians totaling \$9.0 million
- \$0.61 in new value-added (GSP) to Missouri's economy totaling \$9.6 million
- \$0.93 in new economic activity (output) to Missouri's economy totaling \$14.5 million

On average each year, the project creates 10 new jobs annually paying an average wage of \$26,967 per job, generates \$7,000 in new net general revenues annually, \$448,000 in new personal income annually, \$478,000 in new value-added to the economy annually, and \$727,000 annually in new economic activity.

Location of Glasgow Bridge Project



CUMULATIVE ECONOMIC IMPACT ACROSS MISSOURI

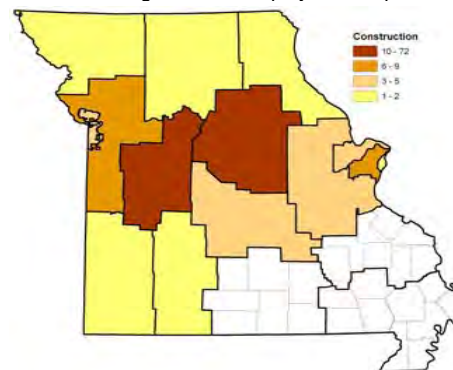
| | Benefit Ratio | 20-Year Total |
|--------------------------------|---------------|------------------|
| CUMULATIVE NET GENERAL REVENUE | 0.01 : 1.00 | \$0.137 million |
| CUMULATIVE PERSONAL INCOME | 0.57 : 1.00 | \$8.962 million |
| CUMULATIVE VALUE-ADDED / GSP | 0.61 : 1.00 | \$9.554 million |
| CUMULATIVE ECONOMIC OUTPUT | 0.93 : 1.00 | \$14.544 million |

AVERAGE ANNUAL ECONOMIC IMPACT ACROSS MISSOURI

| | |
|----------------------------|--------------------------------|
| ANNUAL EMPLOYMENT | 10 at average wage of \$26,967 |
| ANNUAL NET GENERAL REVENUE | \$0.007 million |
| ANNUAL PERSONAL INCOME | \$0.448 million |
| ANNUAL VALUE-ADDED / GSP | \$0.478 million |
| ANNUAL ECONOMIC OUTPUT | \$0.727 million |

CONSTRUCTION PHASE

Average Annual Employment Impact



OPERATIONS PHASE

Average Annual Employment Impact



MISSOURI DEPARTMENT OF ECONOMIC DEVELOPMENT



MISSOURI ECONOMIC RESEARCH & INFORMATION CENTER

Economic Impact Summary

Glasgow Missouri River Bridge Closure

The Glasgow Bridge is located in North Central Missouri and spans the Missouri River, adjacent to the city of Glasgow. It connects the northern sections of Howard and Saline counties; and connects the western cities of Marshall, Slater, and Gilliam to the eastern city of Glasgow. The bridge is estimated to be closed between August 2008 and July 2009 for repairs, lane expansion, and height extension.

The traffic volume for the Glasgow Bridge is currently 1,198 vehicles per day, 88% are passenger vehicles and 12% are commercial trucks. Approximately 55% of the commuters using this bridge are from Howard County and 45% are from Saline County.

Two alternative commuting and trucking routes were assessed; northern route using Hwy 24 and southern route using I-70. Glasgow-Marshall alternative routes added 33 miles to the commute, Slater-Glasgow added 46 miles, and Gilliam-Glasgow added 54 miles.

Commuting patterns indicated approximately 76% of the cars would go through Marshall, 23% through Slater, and 1% would have Gilliam as their origin or destination city. Commuters taking an alternate route will need to reallocate spending to fuel and maintenance costs for their vehicle over the course of the bridge closure period. The total amount of reallocated spending is estimated at \$2,300,560; \$1,518,454 in added gasoline expenditures and \$782,106 in added vehicle maintenance.

Assuming commercial truck traffic is going through the points of Marshall and Glasgow; alternate routes to these two cities will add an estimated \$2,087,535 in production cost to local industries; \$1,236,851 in added diesel fuel, \$156,103 in added truck maintenance, and \$694,580 in employee compensation.

Bridge Closure Impacts

Total fiscal impact from commuter spending reallocation and industry production cost increases during the bridge closure period will reduce state general revenue by an estimated \$28,000. Economic impacts include reductions in personal income by \$285,000, Gross State Product by \$479,000, and total economic activity by \$922,000. A loss of 7 jobs is estimated to occur paying an average wage of \$22,375. These impacts would occur primarily in the Central and West Central regions of Missouri, with some spillover effects throughout the state.

TOTAL ECONOMIC IMPACT

| | |
|---------------------|-------------------|
| NET GENERAL REVENUE | (\$0.028) million |
| PERSONAL INCOME | (\$0.285) million |
| VALUE-ADDED / GSP | (\$0.479) million |
| ECONOMIC OUTPUT | (\$0.922) million |

Sources:

- MoDOT Proposed Glasgow Bridge Improvements, Results of Traffic Study
- U.S. Census: Local Employment Dynamics
- U.S. Department of Energy, Energy Information Administration, Short-term Energy Outlook February 2008
- Bureau of Labor Statistics: Occupational Employment Survey
- Mapquest.com
- Mountain-Plains Consortium, Truck Costing Model for Transportation Managers
- Transportation Business Associates, Variable Expenses
- AAA, Your Driving Costs 2007
- Economic impact analysis estimated with the REMI-9-Regional Model.



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Date Completed 5-Mar-08
Requested by MODOT

ECONOMIC IMPACT ANALYSIS FOR MISSOURI

Glasgow Bridge Project - Construction Impact Howard and Saline County Border

20-YEAR BENEFIT-COST IMPACT

| | Benefit Ratio | 20-Year Sum |
|---------------------|---------------|------------------|
| NET GENERAL REVENUE | 0.01 : 1.00 | \$0.137 million |
| PERSONAL INCOME | 0.57 : 1.00 | \$8.962 million |
| VALUE-ADDED / GSP | 0.61 : 1.00 | \$9.554 million |
| ECONOMIC OUTPUT | 0.93 : 1.00 | \$14.544 million |

ANNUAL AVERAGE ECONOMIC IMPACT

10 new JOBS each year paying an avg wage of \$26,967
 \$0.007 million new NET GENERAL REVENUES each year
 \$0.448 million new PERSONAL INCOME each year
 \$0.478 million new VALUE-ADDED / GSP each year
 \$0.727 million new ECONOMIC OUTPUT each year

| ANNUAL ECONOMIC IMPACTS (2007\$) | 1-YEAR | 2-YEARS | 3-YEARS | 4-YEARS | 5-YEARS | 6-YEARS | 7-YEARS | 8-YEARS | 9-YEARS | 10-YEARS | 11-YEARS | 12-YEARS |
|----------------------------------|-----------|--------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Employment | 4 | 173 | 4 | 2 | 1 | 0 | 1 | 1 | 1 | 1 | 2 | 1 |
| Population | 0 | 17 | 14 | 15 | 12 | 14 | 12 | 11 | 11 | 10 | 9 | 10 |
| Wage and Salary Income | \$114,400 | \$4,168,264 | \$303,473 | \$196,562 | \$109,257 | \$93,003 | \$51,770 | \$37,849 | \$24,602 | \$0 | \$23,401 | \$34,241 |
| Total Personal Income | \$137,300 | \$5,136,175 | \$476,900 | \$393,125 | \$273,097 | \$186,007 | \$181,163 | \$176,595 | \$147,598 | \$143,934 | \$187,160 | \$136,949 |
| Value-Added/Gross State Product | \$173,097 | \$6,576,787 | \$276,888 | \$155,742 | \$86,537 | \$69,239 | \$103,847 | \$103,847 | \$103,847 | \$69,239 | \$138,500 | \$173,097 |
| Total Economic Output | \$276,888 | \$11,740,212 | \$276,888 | \$138,500 | \$69,239 | \$34,619 | \$0 | \$34,619 | \$69,239 | \$0 | \$103,847 | \$103,847 |

| ANNUAL FISCAL IMPACTS (2007\$) | 1-YEAR | 2-YEARS | 3-YEARS | 4-YEARS | 5-YEARS | 6-YEARS | 7-YEARS | 8-YEARS | 9-YEARS | 10-YEARS | 11-YEARS | 12-YEARS |
|--------------------------------|-------------|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| General Revenues | \$7,090 | \$271,765 | \$12,045 | \$10,562 | \$7,849 | \$6,654 | \$6,580 | \$6,634 | \$7,492 | \$6,975 | \$8,727 | \$8,485 |
| General Expenditures | \$2,632 | \$83,174 | (\$28,738) | (\$28,601) | (\$28,223) | (\$26,880) | (\$26,096) | (\$25,188) | (\$23,326) | (\$22,664) | (\$21,459) | (\$20,242) |
| Net General Revenue | \$9,722 | \$354,940 | (\$16,693) | (\$18,039) | (\$20,374) | (\$20,226) | (\$19,516) | (\$18,554) | (\$15,833) | (\$15,689) | (\$12,733) | (\$11,758) |
| Project Investment | (\$650,000) | (\$15,050,000) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

| CUMULATIVE BENEFIT-COST (2007\$) | 1-YEAR | 2-YEARS | 3-YEARS | 4-YEARS | 5-YEARS | 6-YEARS | 7-YEARS | 8-YEARS | 9-YEARS | 10-YEARS | 11-YEARS | 12-YEARS |
|---|-----------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Cumulative Net General Revenues | \$9,722 | \$364,661 | \$347,968 | \$329,929 | \$309,555 | \$289,330 | \$269,813 | \$251,260 | \$235,427 | \$219,737 | \$207,005 | \$195,247 |
| Cumulative General Revenues | \$9,722 | \$364,661 | \$347,968 | \$329,929 | \$309,555 | \$289,330 | \$269,813 | \$251,260 | \$235,427 | \$219,737 | \$207,005 | \$195,247 |
| General Revenue Benefit Ratio | 0.01 | 0.02 | 0.02 | 0.02 | 0.02 | 0.02 | 0.02 | 0.02 | 0.01 | 0.01 | 0.01 | 0.01 |
| Cumulative Total Personal Income | \$137,300 | \$5,273,475 | \$5,750,375 | \$6,143,500 | \$6,416,597 | \$6,602,604 | \$6,783,767 | \$6,960,362 | \$7,107,960 | \$7,251,894 | \$7,439,054 | \$7,576,003 |
| Personal Income Benefit Ratio | 0.21 | 0.34 | 0.37 | 0.39 | 0.41 | 0.42 | 0.43 | 0.44 | 0.45 | 0.46 | 0.47 | 0.48 |
| Cumulative Gross State Product | \$173,097 | \$6,749,885 | \$7,026,772 | \$7,182,514 | \$7,269,052 | \$7,338,290 | \$7,442,137 | \$7,545,984 | \$7,649,831 | \$7,719,070 | \$7,857,571 | \$8,030,668 |
| Gross State Product Benefit Ratio | 0.27 | 0.43 | 0.45 | 0.46 | 0.46 | 0.47 | 0.47 | 0.48 | 0.49 | 0.49 | 0.50 | 0.51 |
| Cumulative Output | \$276,888 | \$12,017,100 | \$12,293,987 | \$12,432,487 | \$12,501,726 | \$12,536,346 | \$12,536,346 | \$12,570,965 | \$12,640,204 | \$12,640,204 | \$12,744,051 | \$12,847,898 |
| Output Benefit Ratio | 0.43 | 0.77 | 0.78 | 0.79 | 0.80 | 0.80 | 0.80 | 0.80 | 0.81 | 0.81 | 0.81 | 0.82 |
| Cumulative State Incentives (Cost Factor) | \$650,000 | \$15,700,000 | \$15,700,000 | \$15,700,000 | \$15,700,000 | \$15,700,000 | \$15,700,000 | \$15,700,000 | \$15,700,000 | \$15,700,000 | \$15,700,000 | \$15,700,000 |

ASSUMPTIONS

Engineering costs of \$1.3 million. Gain of \$1.3 million in Professional Technical Services industry in CY 2007-2008.

Construction costs of \$14.4 million. Gain of \$14.4 million in Construction industry in CY 2008.

Production Cost Impact: Average business production costs savings of 0.0001% per year in CY 2009-2026. Cost savings derived from FHWA production cost factors scaled to current time period, industry mix, type of project, regional output and transportation costs.

Project Investment/Costs: MoDOT costs of \$15,700,000 split into 80% federal funds and 20% dedicated general revenue funds.

Impacts occur in Central and West Central Missouri. Assumptions provided by DED. Estimated using REMI-9-Regional Model (remi-fiscal-9-jun07).

ECONOMIC IMPACT ANALYSIS FOR MISSOURI

Glasgow Bridge Project - Construction Impact

Howard and Saline County Border

| ANNUAL ECONOMIC IMPACTS (2007\$) | 13-YEARS | 14-YEARS | 15-YEARS | 16-YEARS | 17-YEARS | 18-YEARS | 19-YEARS | 20-YEARS | 21-YEARS | 22-YEARS | 23-YEARS | 24-YEARS | 25-YEARS |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Employment | 2 | 2 | 2 | 2 | 2 | 1 | 2 | 2 | 0 | 0 | 0 | 0 | 0 |
| Population | 9 | 9 | 9 | 7 | 7 | 9 | 7 | 8 | 0 | 0 | 0 | 0 | 0 |
| Wage and Salary Income | \$55,669 | \$32,595 | \$42,407 | \$62,067 | \$50,470 | \$49,247 | \$57,665 | \$75,038 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Personal Income | \$155,864 | \$152,081 | \$190,847 | \$165,489 | \$222,082 | \$157,572 | \$173,027 | \$168,819 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Value-Added/Gross State Product | \$173,097 | \$173,097 | \$173,097 | \$173,097 | \$207,694 | \$207,694 | \$242,291 | \$173,097 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Economic Output | \$138,500 | \$173,097 | \$207,694 | \$207,694 | \$207,694 | \$138,500 | \$276,888 | \$346,194 | \$0 | \$0 | \$0 | \$0 | \$0 |

| ANNUAL FISCAL IMPACTS (2007\$) | 13-YEARS | 14-YEARS | 15-YEARS | 16-YEARS | 17-YEARS | 18-YEARS | 19-YEARS | 20-YEARS | 21-YEARS | 22-YEARS | 23-YEARS | 24-YEARS | 25-YEARS |
|---------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| General Revenues | \$8,856 | \$8,157 | \$9,342 | \$9,255 | \$10,519 | \$9,410 | \$9,180 | \$9,788 | \$0 | \$0 | \$0 | \$0 | \$0 |
| General Expenditures | (\$19,403) | (\$18,349) | (\$17,528) | (\$17,246) | (\$16,180) | (\$15,498) | (\$14,442) | (\$13,714) | \$0 | \$0 | \$0 | \$0 | \$0 |
| State Incentives | (\$10,547) | (\$10,192) | (\$8,186) | (\$7,992) | (\$5,661) | (\$6,087) | (\$5,263) | (\$3,926) | \$0 | \$0 | \$0 | \$0 | \$0 |
| Net General Revenues | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

| CUMULATIVE BENEFIT-COST (2007\$) | 13-YEARS | 14-YEARS | 15-YEARS | 16-YEARS | 17-YEARS | 18-YEARS | 19-YEARS | 20-YEARS | 21-YEARS | 22-YEARS | 23-YEARS | 24-YEARS | 25-YEARS |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Cumulative Net General Revenues | \$184,700 | \$174,508 | \$166,323 | \$158,331 | \$152,669 | \$146,582 | \$141,319 | \$137,394 | \$137,394 | \$137,394 | \$137,394 | \$137,394 | \$137,394 |
| Cumulative General Revenues | \$184,700 | \$174,508 | \$166,323 | \$158,331 | \$152,669 | \$146,582 | \$141,319 | \$137,394 | \$137,394 | \$137,394 | \$137,394 | \$137,394 | \$137,394 |
| Net General Revenue Benefit Ratio | 0.01 | 0.01 | 0.01 | 0.01 | 0.01 | 0.01 | 0.01 | 0.01 | N/A | N/A | N/A | N/A | N/A |
| Cumulative Total Personal Income | \$7,731,867 | \$7,883,948 | \$8,074,795 | \$8,240,283 | \$8,462,366 | \$8,619,938 | \$8,792,965 | \$8,961,784 | \$8,961,784 | \$8,961,784 | \$8,961,784 | \$8,961,784 | \$8,961,784 |
| Personal Income Benefit Ratio | 0.49 | 0.50 | 0.51 | 0.52 | 0.54 | 0.55 | 0.56 | 0.57 | N/A | N/A | N/A | N/A | N/A |
| Cumulative Gross State Product | \$8,203,765 | \$8,376,862 | \$8,549,960 | \$8,723,057 | \$8,930,751 | \$9,138,445 | \$9,380,736 | \$9,553,833 | \$9,553,833 | \$9,553,833 | \$9,553,833 | \$9,553,833 | \$9,553,833 |
| Gross State Product Benefit Ratio | 0.52 | 0.53 | 0.54 | 0.56 | 0.57 | 0.58 | 0.60 | 0.61 | N/A | N/A | N/A | N/A | N/A |
| Cumulative Output | \$12,986,399 | \$13,159,496 | \$13,367,190 | \$13,574,884 | \$13,782,578 | \$13,921,078 | \$14,197,966 | \$14,544,160 | \$14,544,160 | \$14,544,160 | \$14,544,160 | \$14,544,160 | \$14,544,160 |
| Output Benefit Ratio | 0.83 | 0.84 | 0.85 | 0.86 | 0.88 | 0.89 | 0.90 | 0.93 | N/A | N/A | N/A | N/A | N/A |
| Cumulative State Incentives (Cost Factor) | \$15,700,000 | \$15,700,000 | \$15,700,000 | \$15,700,000 | \$15,700,000 | \$15,700,000 | \$15,700,000 | \$15,700,000 | \$15,700,000 | \$15,700,000 | \$15,700,000 | \$15,700,000 | \$15,700,000 |

Glasgow Bridge Project - Construction Impact

ANNUAL FISCAL IMPACTS (2007\$)

| | 1-YEAR | 2-YEARS | 3-YEARS | 4-YEARS | 5-YEARS | 6-YEARS | 7-YEARS | 8-YEARS | 9-YEARS | 10-YEARS | 11-YEARS | 12-YEARS |
|------------------------------------|----------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| State General Revenues | 2018 | | | | | | | | | | | |
| Individual Income Tax | \$5,062 | \$185,779 | \$9,483 | \$7,936 | \$5,783 | \$4,618 | \$4,315 | \$4,277 | \$4,803 | \$4,259 | \$5,437 | \$5,424 |
| Corporate Income Tax | \$658 | \$14,665 | \$16 | \$52 | (\$26) | \$72 | \$108 | \$204 | \$328 | \$365 | \$517 | \$463 |
| Direct Sales Tax | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Indirect Sales & Use Tax | \$989 | \$58,744 | \$1,747 | \$1,837 | \$1,507 | \$1,443 | \$1,657 | \$1,653 | \$1,818 | \$1,852 | \$2,179 | \$2,019 |
| Other Tax | \$229 | \$7,738 | \$492 | \$453 | \$361 | \$321 | \$307 | \$307 | \$335 | \$307 | \$365 | \$356 |
| Other Charges & Revenues | \$152 | \$4,839 | \$308 | \$283 | \$226 | \$200 | \$192 | \$192 | \$209 | \$192 | \$228 | \$222 |
| Other Revenues | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Revenues | \$7,090 | \$271,765 | \$12,045 | \$10,562 | \$7,849 | \$6,654 | \$6,580 | \$6,634 | \$7,492 | \$6,975 | \$8,727 | \$8,485 |
| State General Expenditures | | | | | | | | | | | | |
| Higher Education | (\$16) | (\$2,471) | (\$2,288) | (\$2,216) | (\$2,105) | (\$2,004) | (\$1,942) | (\$1,873) | (\$1,755) | (\$1,713) | (\$1,674) | (\$1,592) |
| Elementary & Secondary Education | (\$51) | (\$7,600) | (\$7,036) | (\$6,816) | (\$6,476) | (\$6,161) | (\$5,972) | (\$5,761) | (\$5,398) | (\$5,268) | (\$5,147) | (\$4,896) |
| Social Services | \$2,780 | \$105,573 | (\$8,000) | (\$8,511) | (\$9,137) | (\$8,722) | (\$8,494) | (\$8,208) | (\$7,416) | (\$7,136) | (\$6,288) | (\$5,812) |
| Health & Mental Health | (\$14) | (\$2,181) | (\$2,020) | (\$1,957) | (\$1,859) | (\$1,768) | (\$1,715) | (\$1,654) | (\$1,550) | (\$1,513) | (\$1,478) | (\$1,406) |
| Transportation | (\$0) | (\$33) | (\$31) | (\$30) | (\$28) | (\$27) | (\$26) | (\$25) | (\$24) | (\$23) | (\$23) | (\$21) |
| Public Safety & Corrections | (\$15) | (\$2,282) | (\$2,112) | (\$2,047) | (\$1,944) | (\$1,850) | (\$1,793) | (\$1,729) | (\$1,621) | (\$1,582) | (\$1,546) | (\$1,471) |
| Natural Resources & Conservation | (\$0) | (\$30) | (\$28) | (\$27) | (\$26) | (\$24) | (\$24) | (\$23) | (\$21) | (\$21) | (\$20) | (\$19) |
| Administration & Other Departments | (\$49) | (\$7,552) | (\$6,993) | (\$6,774) | (\$6,436) | (\$6,123) | (\$5,935) | (\$5,725) | (\$5,365) | (\$5,235) | (\$5,115) | (\$4,866) |
| Debt Interest | (\$2) | (\$249) | (\$230) | (\$223) | (\$212) | (\$202) | (\$196) | (\$189) | (\$177) | (\$173) | (\$169) | (\$160) |
| Other Expenditures | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | \$2,632 | \$83,174 | (\$28,738) | (\$28,601) | (\$28,223) | (\$26,880) | (\$26,096) | (\$25,188) | (\$23,326) | (\$22,664) | (\$21,459) | (\$20,242) |
| State Incentives | \$9,722 | \$354,940 | (\$16,693) | (\$18,039) | (\$20,374) | (\$20,226) | (\$19,516) | (\$18,554) | (\$15,833) | (\$15,689) | (\$12,733) | (\$11,758) |
| Net State General Revenues | \$19,443 | \$709,879 | (\$33,386) | (\$36,078) | (\$40,748) | (\$40,452) | (\$39,032) | (\$37,108) | (\$31,666) | (\$31,379) | (\$25,465) | (\$23,515) |



Glasgow Bridge Project - Construction Impact

ANNUAL FISCAL IMPACTS (2007\$)

| | 13-YEARS | 14-YEARS | 15-YEARS | 16-YEARS | 17-YEARS | 18-YEARS | 19-YEARS | 20-YEARS | 21-YEARS | 22-YEARS | 23-YEARS | 24-YEARS | 25-YEARS |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------|------------|------------|------------|------------|
| State General Revenues | | | | | | | | | | | | | |
| Individual Income Tax | \$5,499 | \$5,048 | \$5,749 | \$5,655 | \$6,485 | \$5,775 | \$5,436 | \$6,012 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Corporate Income Tax | \$547 | \$545 | \$691 | \$672 | \$763 | \$704 | \$755 | \$767 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Direct Sales Tax | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Indirect Sales & Use Tax | \$2,223 | \$2,026 | \$2,306 | \$2,340 | \$2,614 | \$2,335 | \$2,425 | \$2,394 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Tax | \$360 | \$331 | \$367 | \$362 | \$404 | \$368 | \$347 | \$379 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Charges & Revenues | \$225 | \$207 | \$229 | \$226 | \$253 | \$230 | \$217 | \$237 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Revenues | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Revenues | \$8,856 | \$8,157 | \$9,342 | \$9,255 | \$10,519 | \$9,410 | \$9,180 | \$9,788 | \$0 | \$0 | \$0 | \$0 | \$0 |
| State General Expenditures | | | | | | | | | | | | | |
| Higher Education | (\$1,561) | (\$1,497) | (\$1,427) | (\$1,410) | (\$1,335) | (\$1,282) | (\$1,220) | (\$1,156) | \$0 | \$0 | \$0 | \$0 | \$0 |
| Elementary & Secondary Education | (\$4,801) | (\$4,604) | (\$4,390) | (\$4,336) | (\$4,106) | (\$3,942) | (\$3,752) | (\$3,556) | \$0 | \$0 | \$0 | \$0 | \$0 |
| Social Services | (\$5,252) | (\$4,778) | (\$4,589) | (\$4,466) | (\$4,079) | (\$3,879) | (\$3,385) | (\$3,231) | \$0 | \$0 | \$0 | \$0 | \$0 |
| Health & Mental Health | (\$1,378) | (\$1,322) | (\$1,260) | (\$1,245) | (\$1,179) | (\$1,132) | (\$1,077) | (\$1,021) | \$0 | \$0 | \$0 | \$0 | \$0 |
| Transportation | (\$21) | (\$20) | (\$19) | (\$19) | (\$18) | (\$17) | (\$16) | (\$16) | \$0 | \$0 | \$0 | \$0 | \$0 |
| Public Safety & Corrections | (\$1,442) | (\$1,382) | (\$1,319) | (\$1,302) | (\$1,232) | (\$1,184) | (\$1,127) | (\$1,068) | \$0 | \$0 | \$0 | \$0 | \$0 |
| Natural Resources & Conservation | (\$19) | (\$18) | (\$17) | (\$17) | (\$16) | (\$16) | (\$15) | (\$14) | \$0 | \$0 | \$0 | \$0 | \$0 |
| Administration & Other Departments | (\$4,771) | (\$4,576) | (\$4,363) | (\$4,309) | (\$4,080) | (\$3,918) | (\$3,728) | (\$3,535) | \$0 | \$0 | \$0 | \$0 | \$0 |
| Debt Interest | (\$157) | (\$151) | (\$144) | (\$142) | (\$134) | (\$129) | (\$123) | (\$116) | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Expenditures | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Expenditures | (\$19,403) | (\$18,349) | (\$17,528) | (\$17,246) | (\$16,180) | (\$15,498) | (\$14,442) | (\$13,714) | \$0 | \$0 | \$0 | \$0 | \$0 |
| State Incentives | (\$10,547) | (\$10,192) | (\$8,186) | (\$7,992) | (\$5,661) | (\$6,087) | (\$5,263) | (\$3,926) | \$0 | \$0 | \$0 | \$0 | \$0 |
| Net State General Revenues | (\$21,094) | (\$20,384) | (\$16,371) | (\$15,983) | (\$11,323) | (\$12,175) | (\$10,526) | (\$7,851) | \$0 | \$0 | \$0 | \$0 | \$0 |

Glasgow Bridge Project - Construction Impact

ANNUAL INDUSTRY IMPACTS (2007\$)

| Employment | 1-YEAR | 2-YEARS | 3-YEARS | 4-YEARS | 5-YEARS | 6-YEARS | 7-YEARS | 8-YEARS | 9-YEARS | 10-YEARS | 11-YEARS | 12-YEARS |
|---------------------------------------|----------|------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Farm | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| State & Local Government | 0 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Federal Civilian Government | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Federal Military Government | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Agriculture, Forestry, & Fishing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Mining | 0 | 0 | (0) | (0) | (0) | (0) | (0) | (0) | 0 | 0 | 0 | 0 |
| Utilities | 0 | 0 | 0 | 0 | 0 | (0) | (0) | (0) | (0) | (0) | 0 | (0) |
| Construction | 0 | 118 | 2 | 1 | 0 | (0) | (0) | (0) | (0) | (0) | (0) | (0) |
| Manufacturing | 0 | 2 | (0) | (0) | (0) | (0) | (0) | (0) | (0) | (0) | (0) | 0 |
| Wholesale Trade | 0 | 2 | 0 | 0 | (0) | (0) | (0) | 0 | 0 | 0 | 0 | 0 |
| Retail Trade | 0 | 16 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transportation & Warehousing | 0 | 1 | (0) | (0) | (0) | (0) | (0) | (0) | (0) | (0) | 0 | 0 |
| Information | 0 | 1 | 0 | 0 | 0 | (0) | 0 | 0 | 0 | 0 | 0 | 0 |
| Finance & Insurance | 0 | 2 | (0) | (0) | (0) | (0) | (0) | (0) | (0) | 0 | 0 | 0 |
| Real Estate, Rental, & Leasing | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Professional & Technical Services | 3 | 7 | 0 | 0 | 0 | (0) | 0 | 0 | 0 | 0 | 0 | 0 |
| Management of Companies & Enterprises | 0 | 0 | (0) | (0) | (0) | (0) | (0) | (0) | 0 | 0 | 0 | 0 |
| Administrative & Waste Remed Services | 0 | 4 | 0 | 0 | (0) | (0) | 0 | 0 | 0 | 0 | 0 | 0 |
| Educational Services | 0 | 1 | (0) | (0) | (0) | (0) | (0) | 0 | 0 | 0 | 0 | 0 |
| Health Care & Social Assistance | 0 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Arts, Entertainment, & Recreation | 0 | 1 | 0 | 0 | (0) | (0) | 0 | 0 | 0 | 0 | 0 | 0 |
| Accommodation & Food Services | 0 | 7 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Services | 0 | 6 | 0 | 0 | (0) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 4 | 173 | 4 | 2 | 1 | 0 | 0 | 1 | 1 | 1 | 1 | 2 |

| Labor & Proprietor Income | 1-YEAR | 2-YEARS | 3-YEARS | 4-YEARS | 5-YEARS | 6-YEARS | 7-YEARS | 8-YEARS | 9-YEARS | 10-YEARS | 11-YEARS | 12-YEARS |
|---------------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Farm | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| State & Local Government | \$0 | \$91,191 | \$110,156 | \$140,428 | \$172,341 | \$205,949 | \$244,264 | \$285,397 | \$319,782 | \$358,381 | \$399,238 | \$435,080 |
| Federal Civilian Government | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Federal Military Government | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Agriculture, Forestry, & Fishing | \$89 | \$4,333 | \$7,847 | \$11,954 | \$15,283 | \$18,009 | \$20,118 | \$21,876 | \$23,780 | \$25,352 | \$26,552 | \$27,637 |
| Mining | \$30 | \$2,239 | \$903 | \$494 | \$267 | \$78 | (\$76) | (\$74) | (\$96) | (\$94) | (\$183) | (\$223) |
| Utilities | \$715 | \$31,291 | \$7,340 | \$4,388 | \$2,240 | \$934 | \$202 | \$0 | (\$480) | (\$656) | (\$548) | (\$535) |
| Construction | \$5,722 | \$4,486,348 | \$101,158 | \$46,509 | \$11,946 | (\$3,322) | (\$12,943) | (\$17,345) | (\$22,297) | (\$17,994) | (\$14,622) | (\$15,692) |
| Manufacturing | \$3,815 | \$178,654 | \$36,134 | \$22,822 | \$5,120 | (\$1,661) | (\$6,470) | (\$7,885) | (\$7,688) | (\$5,997) | (\$5,849) | (\$5,706) |
| Wholesale Trade | \$1,907 | \$114,452 | \$15,354 | \$9,653 | \$4,266 | \$830 | (\$809) | (\$788) | (\$769) | (\$1,499) | \$0 | (\$713) |
| Retail Trade | \$8,583 | \$444,829 | \$43,361 | \$28,960 | \$17,064 | \$8,305 | \$4,853 | \$2,365 | \$769 | \$0 | (\$1,462) | \$1,426 |
| Transportation & Warehousing | \$0 | \$41,878 | \$9,936 | \$6,582 | \$3,414 | \$830 | \$0 | (\$788) | (\$3,075) | (\$1,499) | (\$1,462) | (\$2,853) |
| Information | \$1,907 | \$55,831 | \$10,390 | \$7,705 | \$3,414 | \$415 | \$0 | \$394 | (\$769) | (\$1,874) | (\$1,828) | (\$1,426) |
| Finance & Insurance | \$3,815 | \$137,674 | \$12,645 | \$1,755 | (\$2,560) | (\$4,983) | (\$4,853) | (\$6,307) | (\$3,075) | (\$2,999) | (\$2,194) | (\$713) |
| Real Estate, Rental, & Leasing | \$1,431 | \$42,805 | \$8,130 | \$5,047 | \$2,987 | \$1,661 | \$809 | \$394 | \$384 | \$0 | \$366 | \$0 |
| Professional & Technical Services | \$126,800 | \$343,355 | \$23,490 | \$13,169 | \$5,974 | \$830 | \$1,617 | (\$1,577) | (\$1,537) | (\$2,999) | \$1,462 | (\$1,426) |
| Management of Companies & Enterprises | \$954 | \$37,224 | \$6,323 | \$1,317 | \$0 | (\$415) | (\$1,617) | (\$1,577) | (\$1,537) | (\$2,249) | \$0 | (\$713) |
| Administrative & Waste Remed Services | \$4,768 | \$109,768 | \$11,745 | \$6,582 | \$3,414 | \$1,661 | \$1,214 | \$0 | \$769 | \$0 | \$0 | \$0 |
| Educational Services | \$954 | \$29,545 | \$3,387 | \$1,097 | \$213 | \$0 | \$0 | \$394 | (\$384) | \$0 | (\$366) | (\$713) |
| Health Care & Social Assistance | \$3,815 | \$156,310 | \$46,970 | \$29,834 | \$18,773 | \$11,625 | \$8,089 | \$1,577 | \$3,075 | \$0 | \$2,925 | \$2,853 |
| Arts, Entertainment, & Recreation | \$1,431 | \$33,731 | \$3,839 | \$1,975 | \$1,067 | \$208 | \$607 | (\$197) | \$0 | \$187 | \$366 | \$357 |
| Accommodation & Food Services | \$3,338 | \$118,647 | \$12,645 | \$8,337 | \$4,693 | \$1,661 | \$809 | \$394 | \$1,154 | (\$750) | \$0 | \$357 |
| Other Services | \$3,338 | \$152,114 | \$15,808 | \$9,653 | \$4,266 | \$2,491 | \$809 | \$0 | (\$769) | (\$375) | \$0 | (\$713) |
| Total | \$173,412 | \$6,612,217 | \$487,561 | \$356,260 | \$274,182 | \$245,107 | \$256,622 | \$276,253 | \$307,236 | \$344,936 | \$402,395 | \$436,281 |

Glasgow Bridge Project - Construction Impact

ANNUAL INDUSTRY IMPACTS (2007\$)

| Employment | 13-YEARS | 14-YEARS | 15-YEARS | 16-YEARS | 17-YEARS | 18-YEARS | 19-YEARS | 20-YEARS | 21-YEARS | 22-YEARS | 23-YEARS | 24-YEARS | 25-YEARS |
|---------------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Farm | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| State & Local Government | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Federal Civilian Government | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Federal Military Government | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Agriculture, Forestry, & Fishing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Mining | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Utilities | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Construction | (0) | (0) | (0) | (0) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Manufacturing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Wholesale Trade | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Retail Trade | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transportation & Warehousing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Information | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Finance & Insurance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Real Estate, Rental, & Leasing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Professional & Technical Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Management of Companies & Enterprises | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Administrative & Waste Remed Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Educational Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Health Care & Social Assistance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Arts, Entertainment, & Recreation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Accommodation & Food Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 0 | 0 | 0 | 0 | 0 |

| Labor & Proprietor Income | 13-YEARS | 14-YEARS | 15-YEARS | 16-YEARS | 17-YEARS | 18-YEARS | 19-YEARS | 20-YEARS | 21-YEARS | 22-YEARS | 23-YEARS | 24-YEARS | 25-YEARS |
|---------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|-----------------|-----------------|------------|------------|------------|------------|------------|
| Farm | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| State & Local Government | \$538,012 | \$566,363 | \$590,499 | \$608,212 | \$631,766 | \$647,129 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Federal Civilian Government | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Federal Military Government | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Agriculture, Forestry, & Fishing | \$28,225 | \$28,437 | \$28,367 | \$27,966 | \$27,368 | \$26,550 | \$25,642 | \$24,613 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Mining | (\$174) | (\$170) | (\$124) | (\$81) | (\$118) | (\$192) | (\$150) | (\$147) | \$0 | \$0 | \$0 | \$0 | \$0 |
| Utilities | (\$522) | (\$339) | (\$331) | (\$323) | \$158 | (\$323) | \$0 | (\$293) | \$0 | \$0 | \$0 | \$0 | \$0 |
| Construction | (\$11,135) | (\$6,790) | (\$5,300) | (\$5,172) | (\$1,262) | (\$2,463) | (\$2,403) | \$1,172 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Manufacturing | (\$8,348) | (\$5,432) | (\$2,650) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Wholesale Trade | \$0 | (\$679) | \$663 | \$1,293 | \$1,893 | (\$1,231) | \$1,802 | \$2,345 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Retail Trade | \$2,784 | \$1,358 | \$3,975 | \$3,879 | \$3,785 | \$3,694 | \$4,805 | \$5,861 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Transportation & Warehousing | (\$1,392) | (\$1,358) | (\$1,988) | (\$647) | (\$1,262) | (\$616) | (\$1,201) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Information | \$696 | \$0 | \$0 | \$0 | \$0 | \$0 | \$601 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Finance & Insurance | (\$696) | \$679 | \$1,325 | \$2,586 | \$3,785 | \$6,156 | \$3,604 | \$3,516 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Real Estate, Rental, & Leasing | \$0 | \$0 | \$663 | \$1,293 | \$631 | \$616 | \$1,201 | \$1,172 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Professional & Technical Services | \$1,392 | \$1,358 | \$0 | \$2,586 | \$3,785 | \$2,463 | \$0 | \$1,172 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Management of Companies & Enterprises | (\$696) | \$0 | \$663 | \$0 | (\$631) | (\$616) | (\$1,201) | (\$586) | \$0 | \$0 | \$0 | \$0 | \$0 |
| Administrative & Waste Remed Services | \$1,392 | \$1,358 | \$1,988 | \$2,586 | \$3,154 | \$2,463 | \$1,201 | \$2,930 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Educational Services | \$0 | \$339 | \$663 | \$0 | \$947 | \$616 | \$1,201 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Health Care & Social Assistance | \$8,348 | \$8,145 | \$15,903 | \$10,346 | \$10,095 | \$12,310 | \$19,224 | \$14,067 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Arts, Entertainment, & Recreation | \$348 | \$1,019 | \$331 | \$323 | \$631 | \$1,231 | \$901 | \$1,172 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Accommodation & Food Services | \$696 | \$1,358 | \$1,325 | \$1,293 | \$1,893 | \$1,231 | \$2,403 | \$3,516 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Services | \$0 | \$2,037 | \$1,325 | \$647 | \$1,262 | \$1,847 | \$1,802 | \$1,758 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total | \$558,929 | \$597,683 | \$637,294 | \$656,787 | \$687,881 | \$701,188 | \$59,433 | \$62,270 | \$0 | \$0 | \$0 | \$0 | \$0 |